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OCD

27 August 1951

MEMORANDUM FOR: Director of Training
FROM: Assistant Director, Collection & Dissemination
SUBJECT: Career Corps Program

1. Your 7 August paper has been read and commented upon by 10 senior people of this Office, representing all Divisions of OCD. All express great satisfaction that serious attention is being given to the long term problem, and all have asked that their appreciation be made known to the Training Staff.

2. Comments by the 10 individuals show a remarkable degree of unanimity, and I believe they are constructive. Those most deserving of consideration appear to me to be the following:

3. "Elite Corps". My people believe there are great dangers inherent in this concept. They point out that:

High morale in the rank and file of the Agency is as important, perhaps more important, than high morale among the elite of the Agency. The "Elite Corps" concept would doubtless raise the prestige and morale of the Chiefs and the fair-haired boys, but it would be destructive of the prestige and morale of the Indians and forgotten men.

By the nature of things, it is the latter whose morale most needs to be fostered. The Chiefs have higher salaries, greater responsibilities, and tangible prestige in the form of better office furnishings and the like. Their morale can take care of itself. But the Indians, who do the day to day work, have no such tangible buttresses for good morale, and without buttresses of some sort real esprit de corps can scarcely be hoped for. *

"Too many Chiefs and not enough Indians" was the legend on a cartoon which not long ago could be seen on the walls of 3 out of 5 rooms in the M Building. One talented Indian (who has since left the Agency) produced the hymn of lament which I append hereto as Exhibit A.

At the present time we are beginning to have a leavening of people in the lower pay-grades who do very genuinely feel pride in the fact that they work for CIA,

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and whose good morale derives in part from the belief that the jobs they perform - however routine and unrewarding in themselves - are jobs which are important to the nation. The Orientation Course has played an important part in fostering this attitude. If, now, these folk are to learn, as they cannot help doing, that the Agency holds them in lower esteem than it does a privileged band of newcomers, their self-esteem is bound to suffer. They will feel that they have been deluded, and that there may be some truth in the views of those columnists who say that CIA is a haven for socialite amateurs. The ablest will look for jobs elsewhere in which their own loyalty, assiduity, and competence will be the only factors considered by their bosses.

I myself, in OCD, would far rather find means to improve the morale of the people in grades GS-3 to GS-9, and then in grades GS-9 to GS-13, than to be presented with added inducements for the GS-13's and above. If the Indians feel pride in their work, and are satisfied with working conditions and their chances to get ahead, then I shan't worry overmuch about finding Chiefs and Deputy Chiefs whose morale and performance will be good. *

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My people feel, and I agree, that the success of CIA will depend in large measure, over the years, on the esprit de corps of its rank and file; and that this esprit de corps cannot develop in an atmosphere which labels some as drones and others as elite. We should not have mediocrities on our payroll, and we'll gradually rid ourselves of them as better replacements prove themselves on the job, but all hands - whether clerks and messengers, or researchers and operators - should feel that CIA is their career. They should not feel that CIA offers a career to others, but not to them.

*....

| A | 4. Basis of selection for "careerists". My people feel, and I'm inclined to agree, that the program as now drawn up lays too great emphasis on academic background as opposed to practical experience, and on testing procedures as opposed to on-the-job performance. They believe that a candidate who has made a good name for himself on a job similar to that which he is going to perform in CIA is a better risk than a Ph.D. or Phi Beta Kappa, and that demonstrated ability to tackle a new kind of job, within CIA, is a better reason than any test to allow a man the opportunity of trying still more advanced assignments. *

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| C | 5. Employee evaluation. Messrs. [] of the CIA Library consider that an improved and efficient system of evaluating on-the-job performance is a vital necessity. I don't disagree with this view in principle, but my experience of various formal evaluation systems used in ONI and by the Civil Service does not lead me to expect that any such system will ever be very useful - though a good one would

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doubtless be better than no systematic evaluation at all. I have instructed Messrs. [redacted] to draw up and put into experimental use, within the Library, the best system they can devise. If it works to their satisfaction, then, after a few months experience with it, I shall extend it to other Divisions of OCD. Perhaps this experimental approach will be of some usefulness to other Offices and Staffs of the Agency.

(b)

6. I enclose herewith, as Exhibit B, those comments which came to me from my staff in writing.

[redacted]
James M. Andrews

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LOGOS

In the beginning was the word,
The directive, the order, the regulation,
The memo, the circular,
(Oh Medes, oh Persians)
From the Chiefs, from the Directors.

The buck-sheets, the numbers, the symbols,
The classification clearly stamped,
For information, for action, for retention,
The pages stencilled and dittoed,
The carbons and the carbon copies,
Inscribed by the typists a hundredfold.

And the word was with the P-8s, and the
word was the P-8s,
Enthroned on the scientifically constructed chair,
Agreeably tilted,
The secretary upon the right hand,
The desk carefully aligned on the bias,
The carpet flush with the wall.

And the word was made print,
Effective of this date, described therein,
In compliance with the Standard Form,
Revised in accordance with Section II, para 3,
Distributed in triplicate
By the safe hand of messengers,
Nubian Mercuries, vouchsafed by Security, in-
vestigated, underpaid,
To the in-boxes, from the out-boxes.

Tell me what
Is in your box?
Stones, bones,
Sticks, rocks.

In the beginning, so it is now, and ever shall be,
Stones, bones, sticks, rocks,
Word without end,
From the Directors,
From the Chiefs,
Everlasting.

Elbit

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